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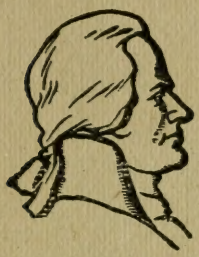
[Modern business Talks]

CAMPAIGNS THAT WIN

Like the military commander the advertiser must have a definite plan detailed to the most minute point and adequate resources to carry it out.

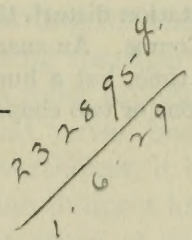


MODERN BUSINESS
TALK No. 26

ALEXANDER HAMILTON INSTITUTE
NEW YORK

Campaigns That Win

Number Twenty-six of a series of Modern Business Talks Prepared by the Alexander Hamilton Institute



ALEXANDER HAMILTON INSTITUTE
NEW YORK

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READING ASSIGNMENT

The current Reading Assignment consists of three parts: (1) this Talk, (2) Chapters XI to the end of Volume 13, "Advertising Campaigns," and (3) Problem No. 13.

Ability to map out an advertising campaign and carry it out with success is no small part of the equipment of a business executive. In our day and generation, personal salesmanship and advertising are Siamese twins in the marketing of products. The subject of advertising is intensely alive and the reader will be tempted to read the text in "Advertising Campaigns" hastily. It would be better not to let that temptation disturb the regular methodical reading of the Course. An anaconda may swallow a whole lamb at a time, but a human being fares better when he eats one or two chops at a meal.

Campaigns That Win

> The objects of an advertisement are three: to be seen, to be remembered, and to be believed, and the greatest of these is to be believed. — Page 191, Chapter XI, Volume 13 of the MODERN BUSINESS Text.

A certain company that had spent hundreds of thousands of dollars to popularize a brand of breakfast food lost one of the largest markets in the United States thru a slip-up in its advertising campaign.

Competition for the trade of a populous middle class section of a large city was keen. A line of suburban railroads ran thru a portion of the town and for some miles into the country. Contiguous to the road, there was a population of about 200,000. The field for breakfast food was fertile and responsive. Half a dozen companies were battling for the trade.

Thomas Withers, the advertising manager of the large concern, was regarded as a most capable man. It was said of him that he had never been outgeneraled by a competitor. Nevertheless, it became possible for a totally unknown man to upset his plans and to take from him a large share of his local business by a single well-directed stroke.

Holding the Public Interest

The district for which the different companies were contending had been duly sampled, circularized and

"demonstrated." Withers' company was leading in an advertising campaign that kept the people talking —the best evidence of public interest. One day he fairly outdid himself by delivering a broadside of such power that his rivals were almost swept off their feet. He had quietly rented all the available wall space along the railroad's right of way. Then suddenly over a distance of twenty miles fences and walls were painted or posted with signs advertising his company's product. This was all the more surprising since up to that time he seemed to have centered his advertising efforts upon car cards, and by his example had led his competitors to adopt the same method. Many believed, however, that the car cards were simply a screen used to cover his real efforts.

When he delivered his big blow, his opponents felt as tho the earth had opened and swallowed them. The people laughed and talked, watching with interest the progress of the work of painting and posting, until there remained along the line of the road hardly a single bare wall or fence.

Withers' victory seemed to be complete. In his contracts with the owners he had stipulated that no other signs should be painted or posted on the fences, outer walls and sides of the buildings without the consent of both parties to the contract. The latter ran for a period of three years.

The sales of the company's goods increased rapidly, while those of the rivals slumped in a corresponding manner.

Then something happened. A comparatively new and unknown concern with only a small advertising appropriation succeeded in capitalizing to its own advantage the large money expenditures of its big competitor. It was a crushing blow and was delivered by a man who did not claim to be an advertising expert either.

One morning, a few weeks after Withers' last sign had been erected and before the people had ceased to comment on the display, the travelers along the suburban line were treated to a sight that made them stare in astonishment. From the slanting roofs of barns and from the tops of buildings, a new sign was announcing in big letters: "Over and Above All, Blank's Breakfast Food, All Dealers." These signs had been placed along the road at regular intervals. The big red letters on a white background, topping the elaborate and expensive wall advertising of the big rival concern took the punch out of the latter's campaign. Withers had wisely rented all available wall space, but he had overlooked the roofs. The newcomer saw the opening and seized it.

The people, amused at the innovation, were struck by the enterprise of the new advertiser. The latter had quietly stocked dealers with a sufficient supply to meet the immediate demand that followed. The big company took the matter into court, but the law decided against it. Withers' contract included the walls and fences, but not the roofs nor the tops of the buildings.

But the newcomer had gone still farther. In his

contract he had a renewal clause for another three years. He also had obtained an option on the walls and fence space which he could either utilize for his own company or lease to noncompetitive concerns.

Like the general in command of an army, the man in charge of advertising must constantly be on his guard. The instant he rests on his achievements there is danger of alert competitors working a combination against him.

Some of the principles applicable to the foregoing situation are interestingly discussed by the author in considering "The Use of Signs."

The "Over There" Appeal

Sales of safety razors and shaving accessories took a violent jump when the United States entered the World War. These articles had been advertised for years and were well known. Nearly every man had used them at some time. But now the need for them became urgent.

The Declaration of War meant the adoption of new advertising campaigns. "Give him a safety when he goes 'Over There,'" became a familiar slogan. The sailor on the battleship, the soldier in the field, were both pictured using a safety razor.

The problem of supplying Uncle Sam's fighting men was real. In the nature of things, a soldier's possessions in the field are limited. He must carry everything with him. It was not convenient to carry an old-style razor, shaving soap, shaving brush and a mug, but it was a relatively easy matter to

carry a safety razor, a shaving stick and a metal collapsible brush.

The advertising, timed to the stirring events of the day, caught step with the marching troops, the rumbling of artillery wheels and the clattering hoofs of cavalry. A martial atmosphere was given to the "copy." The manufacturers who had built up good-will in the past, now reaped their reward. They had already created a demand for their goods by advertising, and when Uncle Sam began to arm his millions of men, a market was suddenly created for millions of safety razors and shaving outfits.

Here timely advertising was linked up with established good-will—a combination the value of which the author points out in discussing the "Campaigns to Obtain Distribution."

"Forced Draft" Advertising

Sometimes by ignoring the dealer at the outset, the advertiser subsequently secures his cooperation. It is a bold plan, but it has been followed successfully by a number of national advertisers in the past. Thus, the manager of a well known tailoring establishment, finding that he could not induce dealers to carry his line of ready-to-wear clothes, decided to inaugurate a direct from-manufacturer-to-consumer campaign. The purpose, however, was not merely to reach the consumer, but to secure the support and assistance of live-wire dealers in all sections of the country. The advertising campaign was planned with this object in view.

Back of his magazine, newspaper and outdoor publicity, there was a direct mail advertising policy in the nature of a complete follow-up system to take care of every inquiry received. The advertising called attention to the quality and workmanship of the clothes and to the standing of the house. The suits were made of Australian yarns and were equal in style, pattern and finish to anything produced by the best tailors in the country. The advertising was dignified. The mail campaign in response to inquiries was courteous in tone, and seemed to take it for granted that the reader was aware of the standing of the house and its reputation for fair dealing. This thought was expressed, not in so many words, but in the way the letters tied up with the advertising. The envelopes containing the letters did not bear flaming advertisements—they were of the engraved type, giving simply the street number and the town in which the manufacturer lived. There was an air of exclusiveness about it all. The result was the building up of a large "from manufacturer to consumer" business.

Eventually dealers, attracted by the advertising, began to write for agencies. This was the test. It was the main object for which the house had been striving. Instead of the manufacturer soliciting the dealer and persuading him to take on the line, the dealer was now soliciting the manufacturer. He described his facilities and volunteered information about himself that would have been difficult to get from him under other circumstances. When a retailer wrote in for

an agency it was because be believed he could make more money by pushing this particular line and he endeavored to show that he was prepared to push it.

This method, however, tho it was followed successfully years ago, is no longer used by up-to-date manufacturers. The favorite plan today is to secure dealer cooperation in advance. It is generally recognized that it is of little use to advertise a product unless people can obtain it when they call for it in the stores.

Indirect Advertising

A Chicago firm of glove importers has sought to overcome some of the difficulties in the way of dealer cooperation, by means of a free training course. The object of the course is to teach the retailers' clerks all about gloves and to develop efficient glove salespeople.

The course, as finally worked out, was designated a "Correspondence Course in Kid Glove Salesmanship." The advertising features were strictly subordinated, in fact nothing directly referring to the glove house was mentioned, while the idea of helpfulness was everywhere given prominence. Yet, who will deny that this was good advertising?

As a sample of the practical nature of the instruction given, note the following extract:

Separate Your Qualities! Put each grade in a separate line of boxes. If "The Boss" says this takes up too much room, tell him why you are doing it. Don't let a customer even *see* a cheaper glove until all hope is lost of selling her your best.

Having separated your qualities, in each quality separate

your sizes. Why? First, so that you can lay your hand on every glove and every sort of glove at a second's notice. Second, to make the selling of gloves easier. For example, a woman who wears a C size is looking at gloves. You are showing all sizes at once. She sees a pair in, say, an H or an A that looks better to her than any you have in C. Suppose you haven't this grade in C. You see what you are up against. Argument, unnecessary time spent, and at least the customer only partially satisfied, are the results.

All would have been avoided if, when you were showing gloves, you showed only the size she wore and the quality you could sell her. The other way you are likely to be showing something you "can't deliver."

Other lessons deal with the arrangement of stock, with pointers in making exchanges, explain the proper method of fitting gloves, show how to handle mail orders, and present other subjects of real help to the glove clerk. That the "lessons" succeed in linking the instruction with the manufacturer-teacher's product may be assumed without questioning, and that the results are satisfactory to both parties is also a safe assertion.

Winning the Farmer

Arthur McLennon, the manager of a new shoe manufacturing concern, realized fully that the only way in which his factory could build up a business was to advertise for it and to have the shoes on the dealers' shelves when customers called for them. He also realized, however, that retailers would hesitate to take on the line of a new concern on the bare assurance that a demand would be created for it by advertising in "their home papers." Small-

town merchants had heard that story before. So when McLennon could not sell outright, he induced dealers to take a case on consignment, leaving to them the task of creating a demand that would move the stock.

When his distribution was complete, McLennon started an advertising campaign of the personal appeal type. He used farm papers and small-town weeklies, utilizing patent insides when possible to get the benefit of a low combination rate.

The shoe, made exclusively for farmers, was of a heavy type; low in price, but of excellent value. It was different in appearance from other shoes of the same kind. Once seen, it was easily remembered. There was a picture of the shoe in every advertisement. The price (which was quoted) was attractive. "Big Value for the Money" in this case meant what it said.

McLennon carried his advertising right into the farmer's home with circulars and testimonials. The advertising discussed health, comfort and economy. The letters were of the follow-up order, supplementing the newspaper appeal. He would circularize a list of names for any dealer who took up his line and would give the retailer's name and address in the direct mail advertising. No limit was placed upon the number of names the dealer might furnish him. No goods were sold direct to consumer.

Hundreds of orders were received from persons who had read the advertising. These were promptly referred to the nearest retailer. In the same mail,

the local dealer would be informed of the identity of the customers and told that the latter had been directed to call on him. If there was no retailer in a near-by town, the manufacturer would send a letter and a catalog to the best-rated merchant in the place, with the statement that it was a part of the McLennon policy never to usurp the function of the retailer. Sales were always given to the man who was entitled to the retail profit. The merchant was informed that the farmer had been invited to call on him, select the shoes he wanted from the catalog, and that the dealer could sell under the manufacturer's guaranty. In this way the manufacturer linked up his mail advertising with his newspaper campaign.

The advertisements were written to conform to the ideas of the man on the farm. They were nearly always seasonal.

"Shoes for April Weather," caused the farmer to visualize the rainy condition that would be likely to exist during that month. The illustrations had a cut of a waterproof shoe with rain drops glistening on it. It was not so much what was said in the advertisement as what was inferred that made the campaign successful.

"I don't get rheumatism because I wear McLennon's water-proof shoes," one farmer tells another in an illustrated advertisement. The prospective customer did not consider that he was reading an advertisement. He was, in fact, reading the testimony of a man in his own line of business!

If we analyze McLennon's campaign, we shall see that every step involves some phase of advertising. He correctly analyzed the need of the farmer, and in his advertising he followed the farmer's usual method of reasoning.

The foregoing policy was just the reverse of that employed by the manufacturer of ready-to-wear clothes. It is part of the plan usually followed now. The different methods of cooperating with the dealer are presented in interesting detail in the current assignment.

Public Sentiment Appeal

The success of business houses in increasing their volume of trade by a direct appeal to the public, has brought out a new class of advertising during the past few years, known as "public sentiment campaigns." Many corporations and organizations that formerly ignored the sentiment of the public, now make appeals directly to the people. A street-car company, for example, on being confronted with a strike of its employes, tells the public, by means of advertisements, the company's side of the controversy. More than one public utility company has explained away an apparent injustice by frankly taking the local public into its confidence. Railway corporations now go to the people about the matter of rates, and labor unions utilize the advertising columns of the newspapers to explain points for which they are contending. The aims and objects of political parties and of individual candidates are similarly set forth.

The big business man of today is closer to the people than ever before. He seeks popular goodwill and to that end keeps the people informed. A remarkable case of this kind took place in New York City in the early part of 1917. The price of milk was going up. Distributing companies took large space in the daily newspapers to explain why the advance in price was being made. Every agency that handled milk appealed to the public—except the dairy men themselves. Soon, however, the latter realized that this would not do. Silence on their part would be likely to give the people the wrong impression. So the dairy men proceeded at the cost of $70,000 to place a series of full-page advertisements in ten New York newspapers, in which they frankly explained the farmer's side of the case. The present shortage of milk, the advertisement stated, was because the business had become unprofitable—so unprofitable, in fact, that for ten years there had been an annual shrinkage of thirteen thousand cows in the state's dairy herds.

The advertisement went on to show that even at twelve cents a quart, milk was still a cheap food, since one quart was equal in food value to two pounds of chicken selling for fifty cents, eight eggs valued at forty cents, and three-quarters of a pound of beef that cost eighteen cents. The farmer's position in the triangle formed by the distributors, consumers and producers, was set forth in terse, brief and driving sentences. The advertisement also pointed out the losses already suffered by the farmer and sounded

an alarm as to the danger that would result from a further reduction of the state dairy herds. It told the story of a river of milk worth more than $80,000-000 per year that poured into the great city. The conditions under which it was produced and its food value as butter and ice cream was also explained.

The frankness of the appeal removed public opposition to the increased price. After all, the farmers had rights that should be considered, and the increased price schedule went into effect with only a minimum of protest.

It is not unusual for rival stores or business houses to adopt advertising campaigns that apparently are diametrically opposed to each other, yet remarkably successful. In the last chapter of the Text, the author cites the history of various advertising campaigns. He discusses the different elements that enter into successful advertising, tells how to calculate and weigh prestige, and points out various factors that are of importance in preparing an appeal to the public.

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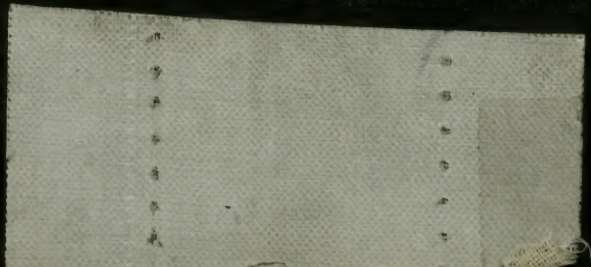

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